

Confidential

Independent Investigation into Brook House

Tuesday, 29 May 2018

Second Interview with
Lee Hanford

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18. A. And there was an expectation he was managing the residents, he was managing paid work and he was managing paid work for Tinsley. He's not the most dynamic guy, he's not competent in this, I had a whole heart-to-heart with the SMT and I said, let's reflect on your relationships with each other, reflect on what you contribute to the team, and he said, I'm fine when I'm told what to do – he was quite open and honest.
19. **Ms Lampard:** But you see, there he was sitting in the Senior Management Team –
20. A. Yes, because he was representing Res, because that was a huge missing link here, that's why I put one of my red lines on here about the Res Manager.
21. Q. That's fine, that has evidently been a problem, and we have identified that as a problem, and it is still a problem, to the extent that he sits there, and Mark sits there, and people have to get at Mark through him, so long term –
22. A. There are entrenched ways of thinking here now.
23. **Mr Marsden:** I think he has presided over some changes, particularly Ramon is going to Tinsley, they clearly had a serious falling out, and whatever the basis of that, the fact is that the activities regime –
24. **Ms Lampard:** Has never been the same since.
25. **Mr Marsden:** - is so important in this place
26. A. And to resolve it at Tinsley, so I changed the funding side to get more activities, because Tinsley does have more activity space than Brook House does.
27. **Ms Lampard:** We'll move on to activities in a minute, you've made a very good point about the place, which is, physically it's not suitable to have this number of men, we just know that, and part of this report will be about identifying some of those things, and your suggestion of needing to build a sports hall is –
28. **Mr Marsden:** Absolutely, it's a great idea.
29. A. I want a sports hall with classrooms and a religious centre.
30. **Ms Lampard:** Absolutely, and we will make that point.
31. A. When you see the size of the mosque there, we breach our secure line to put detainees into the visits hall on a Friday afternoon, our guys to come in there, 160 guys, it's a nonsense.
32. Q. I know, it's a nonsense. We have been to Harmondsworth, we've been to Colnbrook – they have the same sort of structure, they only have these small courtyards, but of course, everything is different, everything is different in that place, because they have a sports hall and two gyms.
33. A. Yes, and if you compare to what Tinsley has, Tinsley has a sports hall plus a nice-sized gym.
34. Q. And a garden.
35. A. This just has a hotel-sized gymnasium now.
36. Q. Hopeless.
37. A. It needs investing in terms of infrastructure as well.